



# **MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE**

## **DEVELOPMENT, IMPLEMENTATION, AND ANALYSIS OF RESPONSES**

**PREPARED FOR**

**FUNCTIONAL CHIEF REPRESENTATIVE**

**Manpower and Force Management Career Program  
Career Program 26**

**Office of the Assistant Secretary of the Army  
(Manpower and Reserve Affairs)**

**May 30, 2001**



# MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE



## Genesis - Strategy 1 of CP26 Strategic Plan

**“Develop and implement a plan to measure careerist assessment index and implement improvements.”**

### ACTION PLAN

- **Develop a careerist assessment survey.**
- **Conduct survey of all careerists.**
- **Analyze results.**
- **Establish a process and take appropriate actions to address critical issues inhibiting careerist satisfaction.**



## MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE

- **Questionnaire modeled after FY2000 Army Civilian Personnel Attitude Survey**
  - **Tried and true statements**
  - **Allows establishment of 1st year baseline**
- **Administered in web-based environment during period Nov 28, 2000 through Jan 13, 2001**
- **Careerist informed of survey via email, coordination with MACOM/IRA career program managers, and announcements on homepage.**
- **Responses recorded in MS Access database.**



## MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE

- **690 respondents - 329 females, 325 males, 36 other**
- **Average age 49.5 - females 47.5, males 51.4**
- **Over 63% reported bachelors or higher degree**
- **Supervisory positions - females 8.5%, males 13.9%**
- **Similar grade distribution between genders**
- **Non-minority 72.8%, minority 27.2%**
- **Over 74% registered in CP26, 36% in CP11**
- **Approximately 21% indicated not registered in any CP**
- **Majority of respondents (533) in occupation code 343**



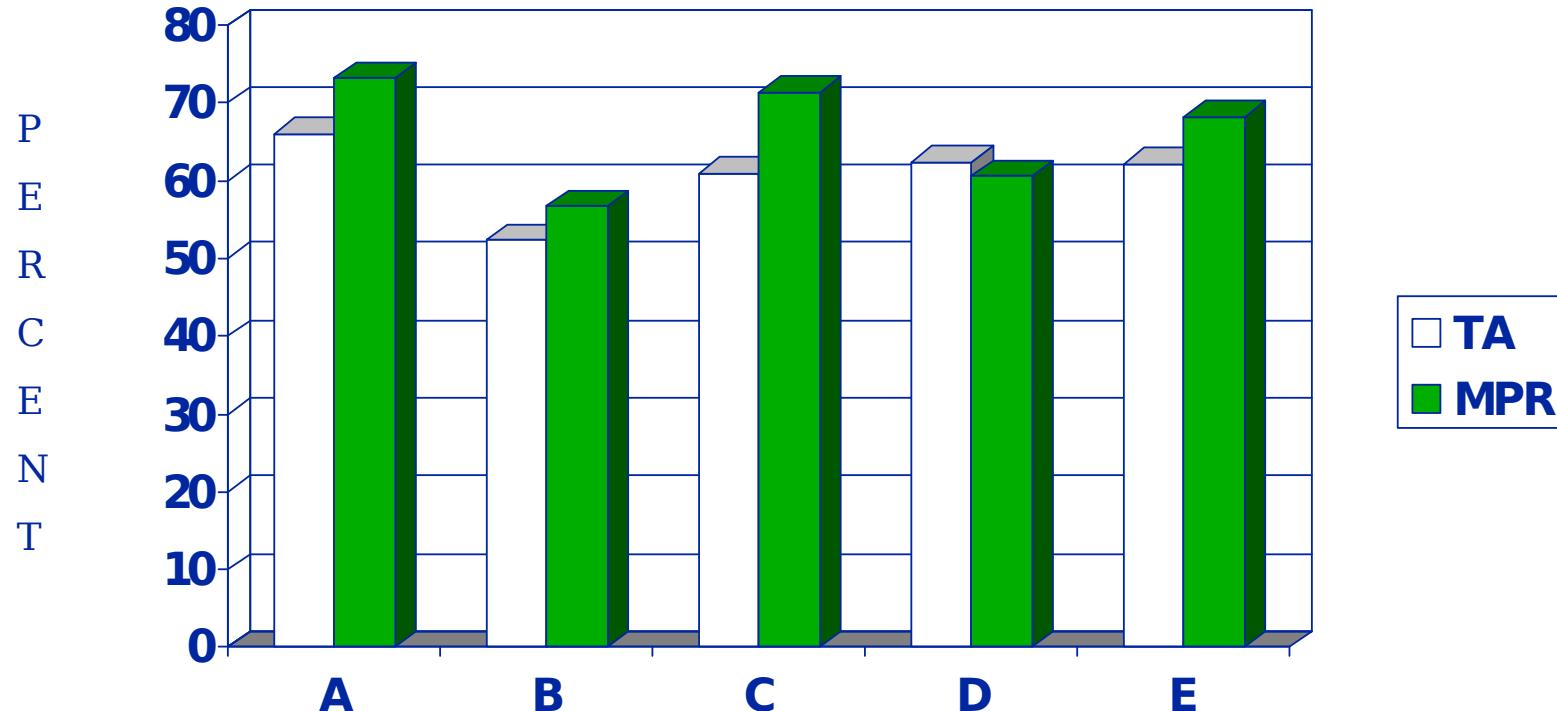
## MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE

- **Part One of the questionnaire contained a series of statements designed to measure satisfaction with job related conditions.**
- **These were grouped into eleven different subsets.**
- **Six levels of agreement were provided for each statement.**  
**Strongly Agree, Agree, Neither Agree or Disagree  
Disagree, Strongly Disagree, Don't Know Not Applicable**
- **Eleven charts follow, one for each area.**
- **Satisfaction is defined as the top two ratings in a five point scale.**
  - **Strongly Agree and Agree**
  - **Disagree and Strongly Disagree**
- **Comparisons are made between the respondents of the Manpower Questionnaire and the Total Army Survey.**



# SATISFACTION WITH JOB

## ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = My job makes good use of my abilities.

B = I frequently think about quitting my job.

C = I find my work challenging.

D = I am often bored with my job.

E = All in all, I am satisfied with my job.

(Strongly agree and agree percentages)

(Disagree and strongly disagree percentages)

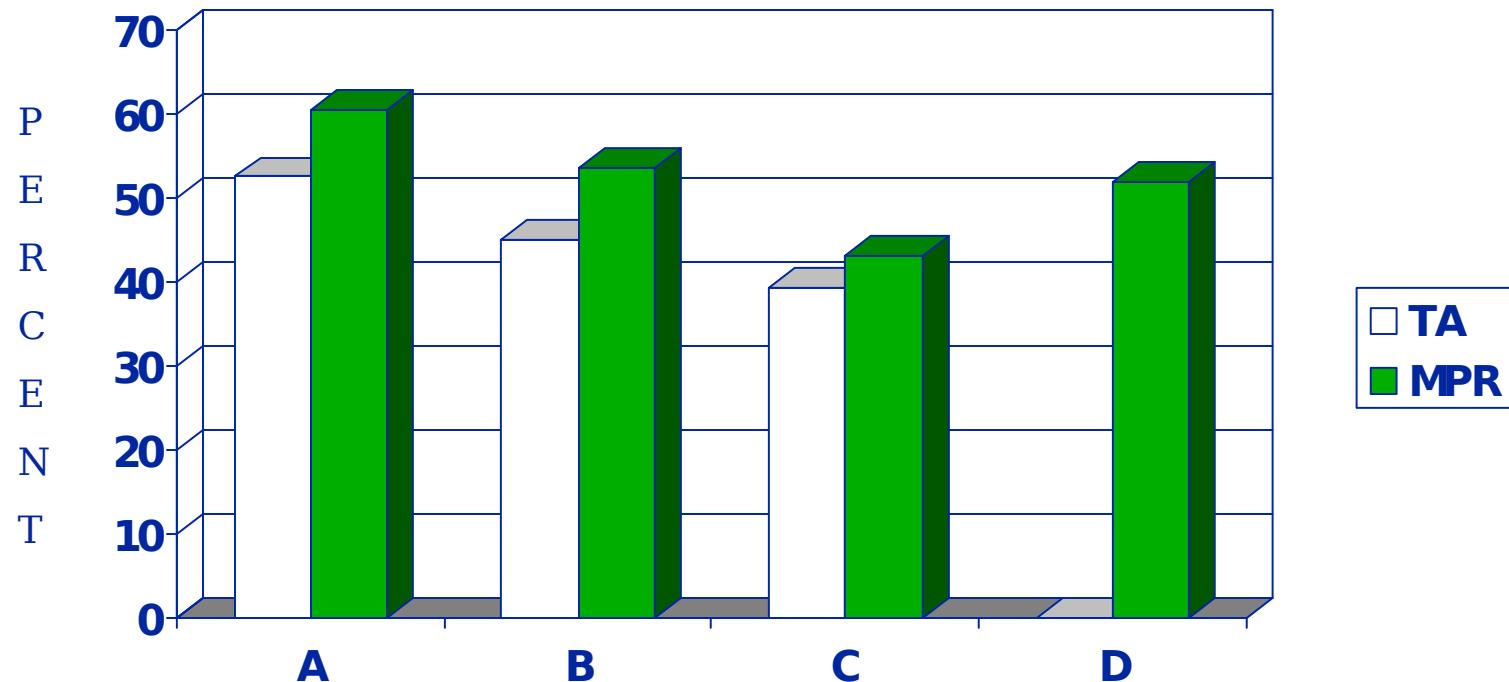
(Strongly agree and agree percentages)

(Disagree and strongly disagree percentages)

(Strongly agree and agree percentages)



## SATISFACTION WITH CAREER ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = I would recommend that others pursue a career as a civilian with the Federal government. (Strongly agree and agree percentages)

B = I would recommend that others pursue a career as a civilian with the Army. (Strongly agree and agree percentages)

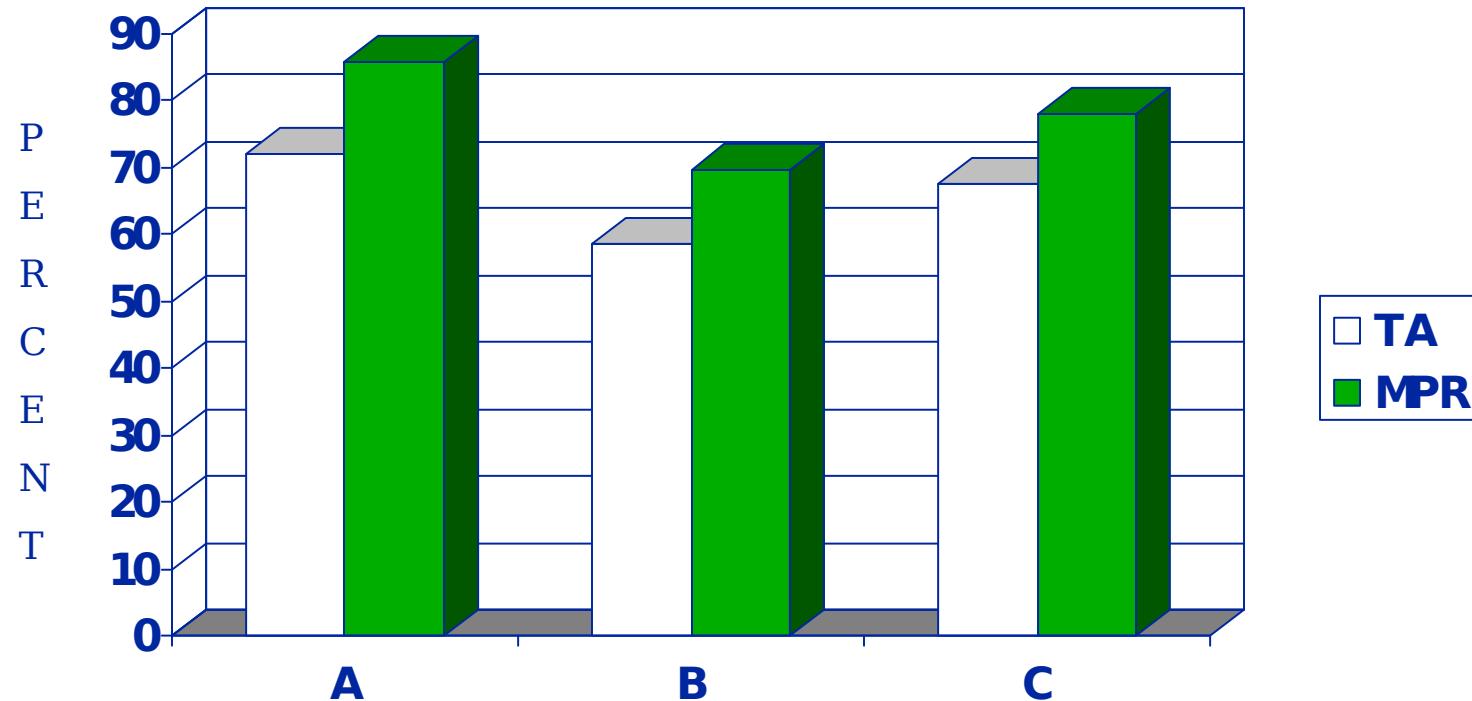
C = I would recommend that others pursue a career as a civilian with this organization. (Strongly agree and agree percentages)

D = I would recommend that others pursue a career as a civilian in the manpower and force management function. (Unique CP26 statement - comparison)



# SATISFACTION WITH WORK GROUP

## ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = The people I work with do a good job. (Strongly agree and agree percentages)

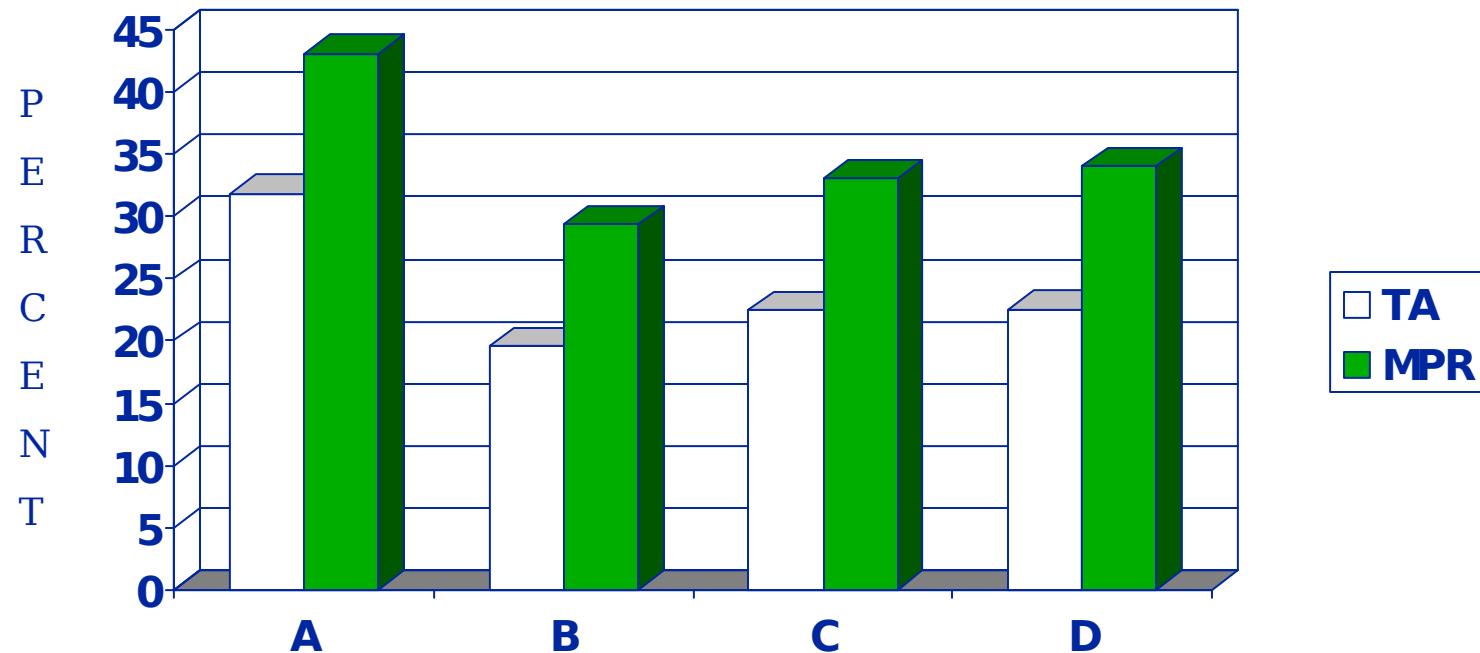
B = My work group is well run. (Strongly agree and agree percentages)

C = People in my group work well together. (Strongly agree and agree percentages)



# SATISFACTION WITH JOB PLACEMENT PROMOTION SYSTEM

ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = Employees at this installation have an equal chance to compete for promotions.  
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)

B = When promotions are made at this installation, the best-qualified people are selected.  
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)

C = Employees at this installation are treated fairly with regard to job placements and promotions.  
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)

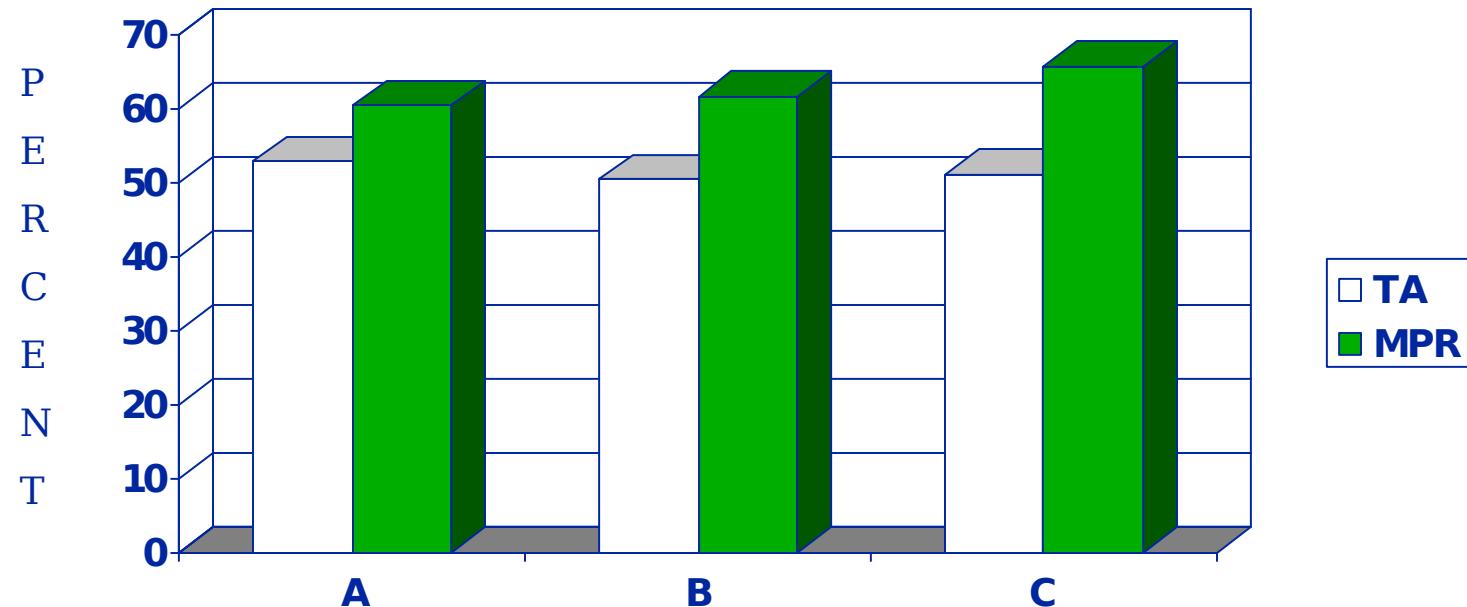
D = I am satisfied with the process used to fill vacancies at this installation.  
(Strongly agree and agree percentages)

(Strongly agree and agree percentages)



# SATISFACTION WITH TRAINING AND DEVELOPMENT

## ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = My supervisor and I discuss my training and development needs at least once a year.  
(Strongly agree and agree percentages)

B = I receive the training I need to perform my job properly (e.g., on-the-job training,  
(Strongly agree and agree percentages)

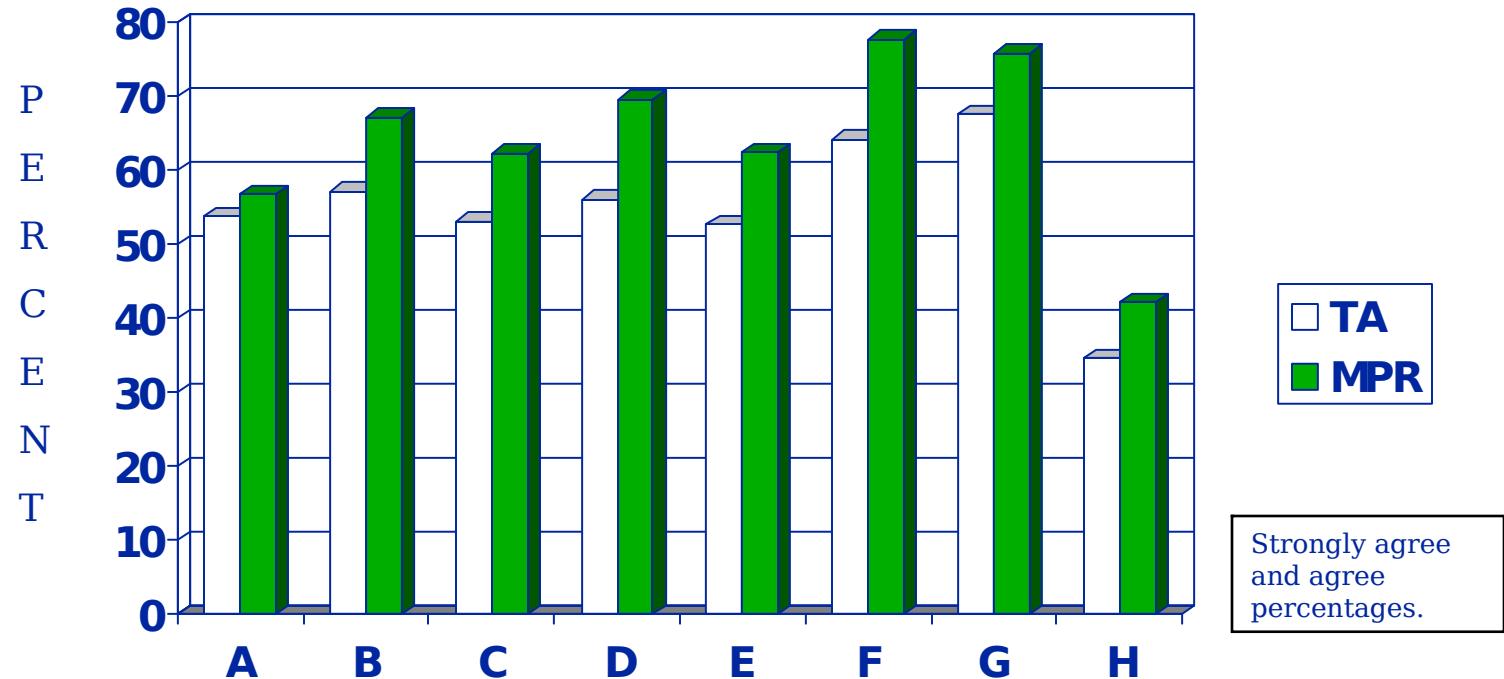
classroom instruction, conference, workshops).

C = Management supports continued training and development.  
(Strongly agree and agree percentages)



# SATISFACTION WITH FIRST LINE SUPERVISOR

## ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = My supervisor clearly outlines the goals and priorities for my work. I am doing my work.

C = My supervisor keeps me informed about matters affecting my job and me. and backing I need to do

E = My supervisor has a strong interest in the welfare of his/her employees. handling the technical parts of his/her

G = I feel free to go to my supervisor with questions or problems about me with career counseling.

B = My supervisor lets me know how well

D = My supervisor gives me the support my job well.

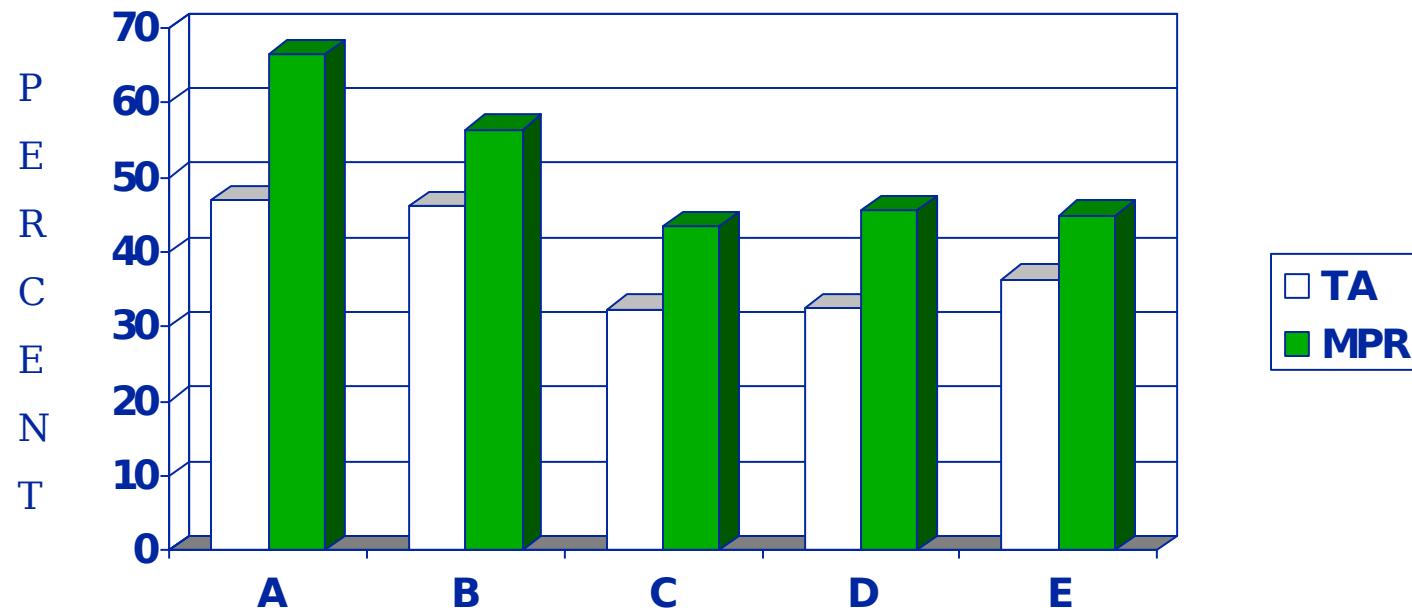
F = My supervisor is competent in job.

H = My supervisor provides my work



# SATISFACTION WITH MANAGEMENT (SECOND LINE SUPERVISOR AND ABOVE)

ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = Management is competent.  
percentages)

(Strongly agree and agree

B = Management treats employees with respect and consideration.  
percentages)

(Strongly agree and agree

C = Management makes timely decisions.

(Strongly agree and agree percentages)

D = Management rewards employees who show initiative and innovation.  
percentages)

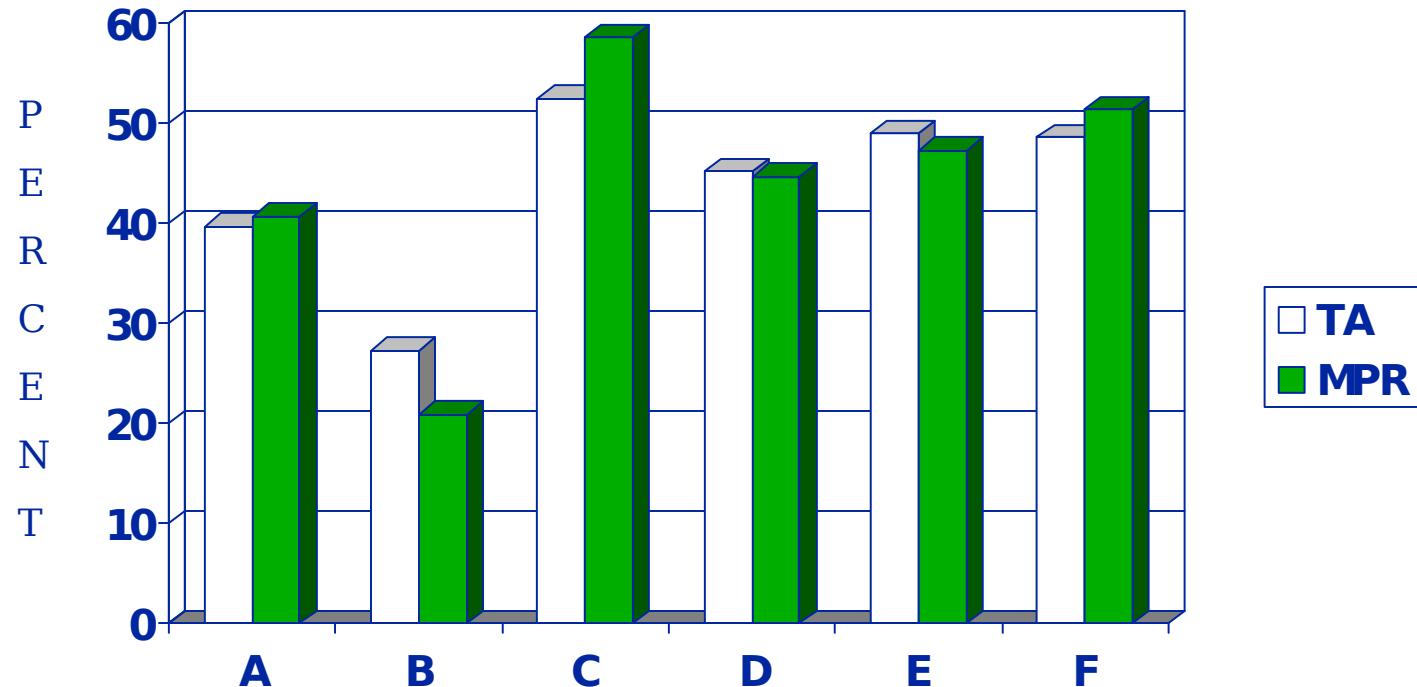
(Strongly agree and agree

E = Management keeps employees informed.  
percentages)

(Strongly agree and agree



## SATISFACTION WITH FAIRNESS ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = Managers/supervisors deal effectively with reports of prejudice and discrimination.  
(percentages)

(Strongly agree and agree)

B = If I complained of discrimination, it would be held against me.  
(percentages)

(Disagree and strongly disagree)

C = Non-minority employees often get preferential treatment over minority employees.  
(percentages)

(Disagree and strongly disagree)

D = Minority employees often get preferential treatment over non-minority employees.  
(percentages)

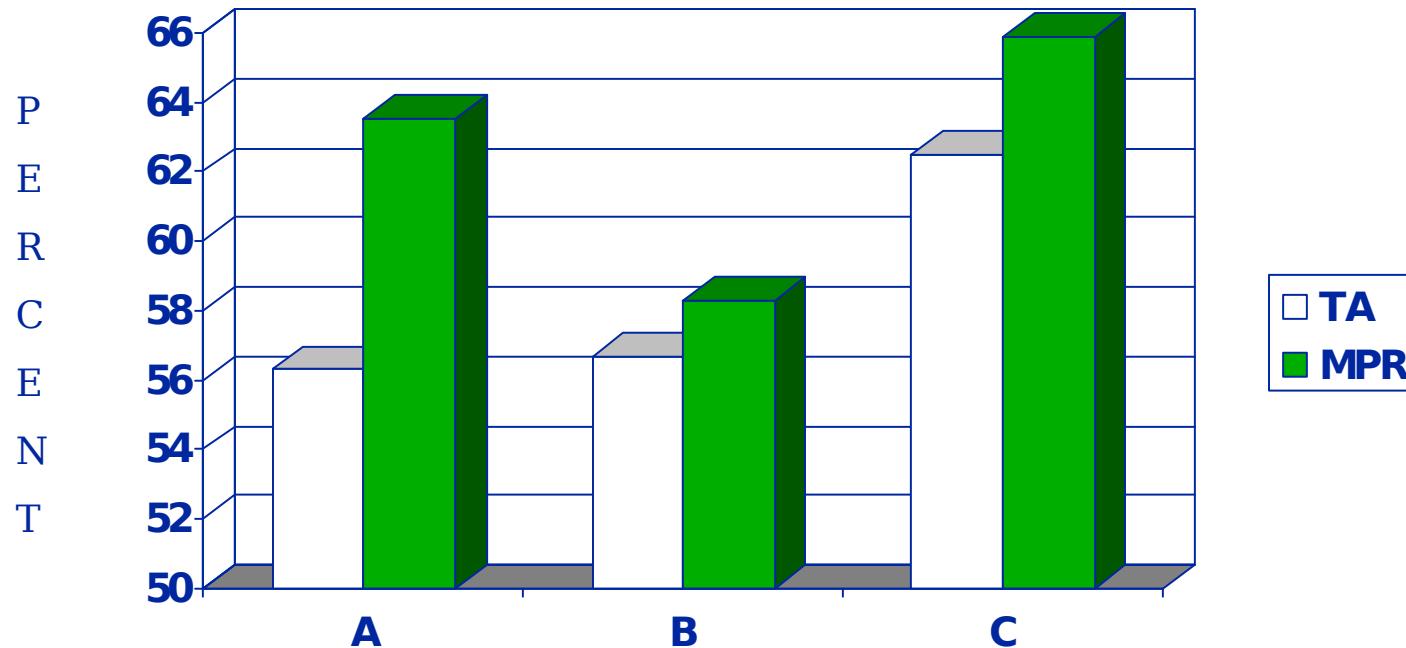
(Disagree and strongly disagree)

E = Male employees often get preferential treatment over female employees.

(Disagree and strongly disagree)



## SATISFACTION WITH PHYSICAL CONDITIONS ARMY SURVEY COMPARED TO MANPOWER SURVEY



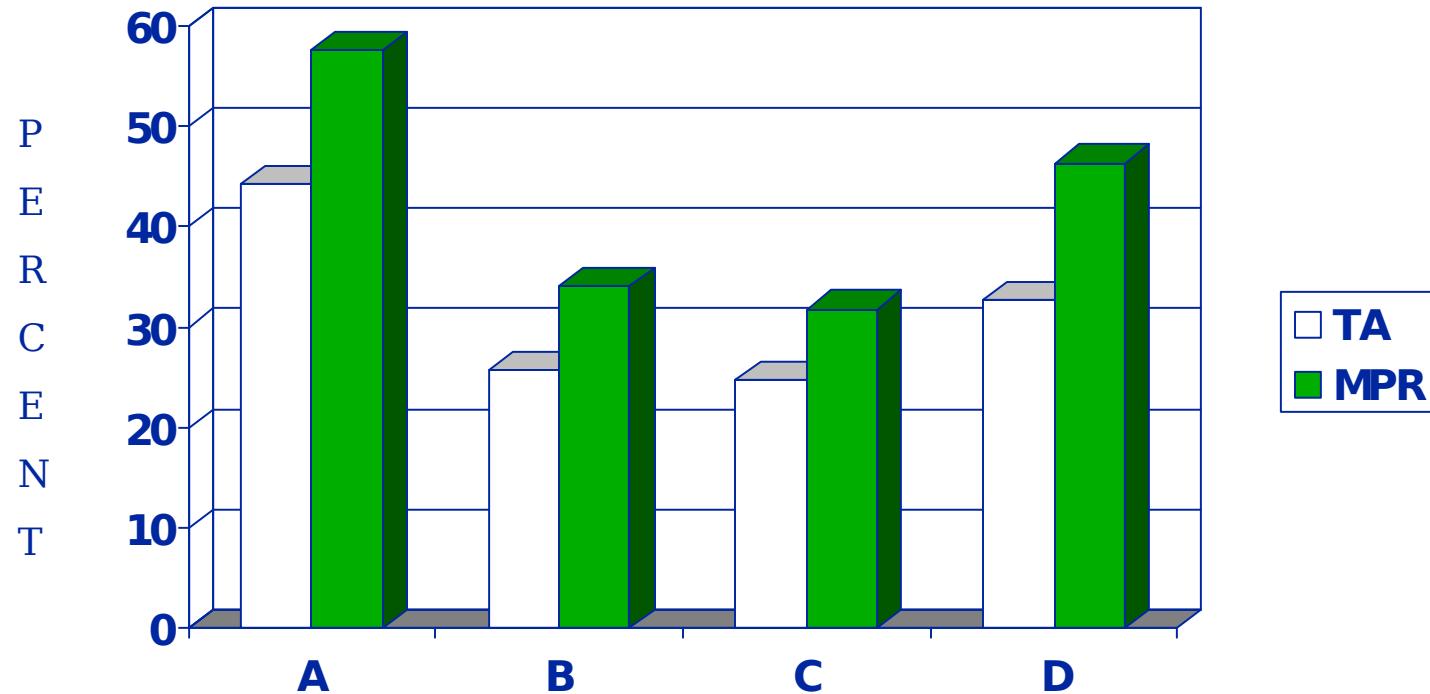
A = At this installation, physical conditions (e.g., noise level, temperature, lighting, (Strongly agree and agree percentages) cleanliness) allow employees to perform their jobs well.

B = Programs that encourage good health practices are supported here (Strongly agree and agree percentages) (e.g., fitness centers, health education programs).

C = Employees are protected from health and safety factors on the job. (Strongly agree and agree percentages)



## SATISFACTION WITH AWARDS AND RECOGNITION ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = When I do a good job, it is recognized.

(Strongly agree and agree percentages)

B = When awards are given, they go to the most deserving people.  
(Strongly agree and agree percentages)

(Strongly agree and

C = Employees at this installation are treated fairly with regard to awards.  
(Strongly agree and agree percentages)

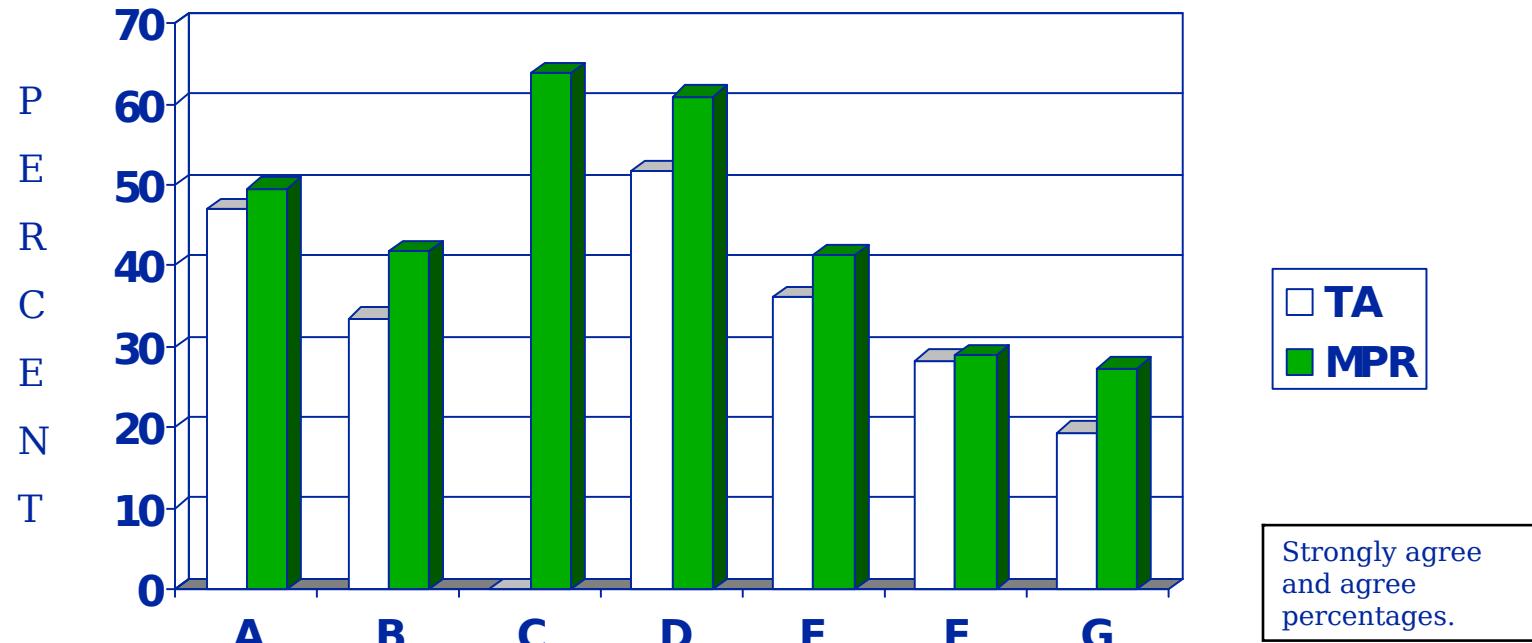
(Strongly agree and

D = If I perform my job especially well, I will receive an award.  
(Strongly agree and agree percentages)

(Strongly agree and



## EMPOWERMENT / REINVENTION ARMY SURVEY COMPARED TO MANPOWER SURVEY



A = New practices and ways of doing business are encouraged at this installation. B = Management seeks my ideas and opinions before making important decisions affecting my work.

C = I trust my supervisor / team leader. need to do my work.

D = I have the decision-making authority I

E = "Red tape" and unnecessary rules/regulations do not interfere with significantly simplified where I work.

F = Rules and regulations have been . . . the timely completion of my work.

G = Efforts to reengineer work have made this installation more efficient.



# COMPARISON OF STATEMENT RESPONSES

## ARMY SURVEY COMPARED TO MANPOWER SURVEY

Satisfaction with job.

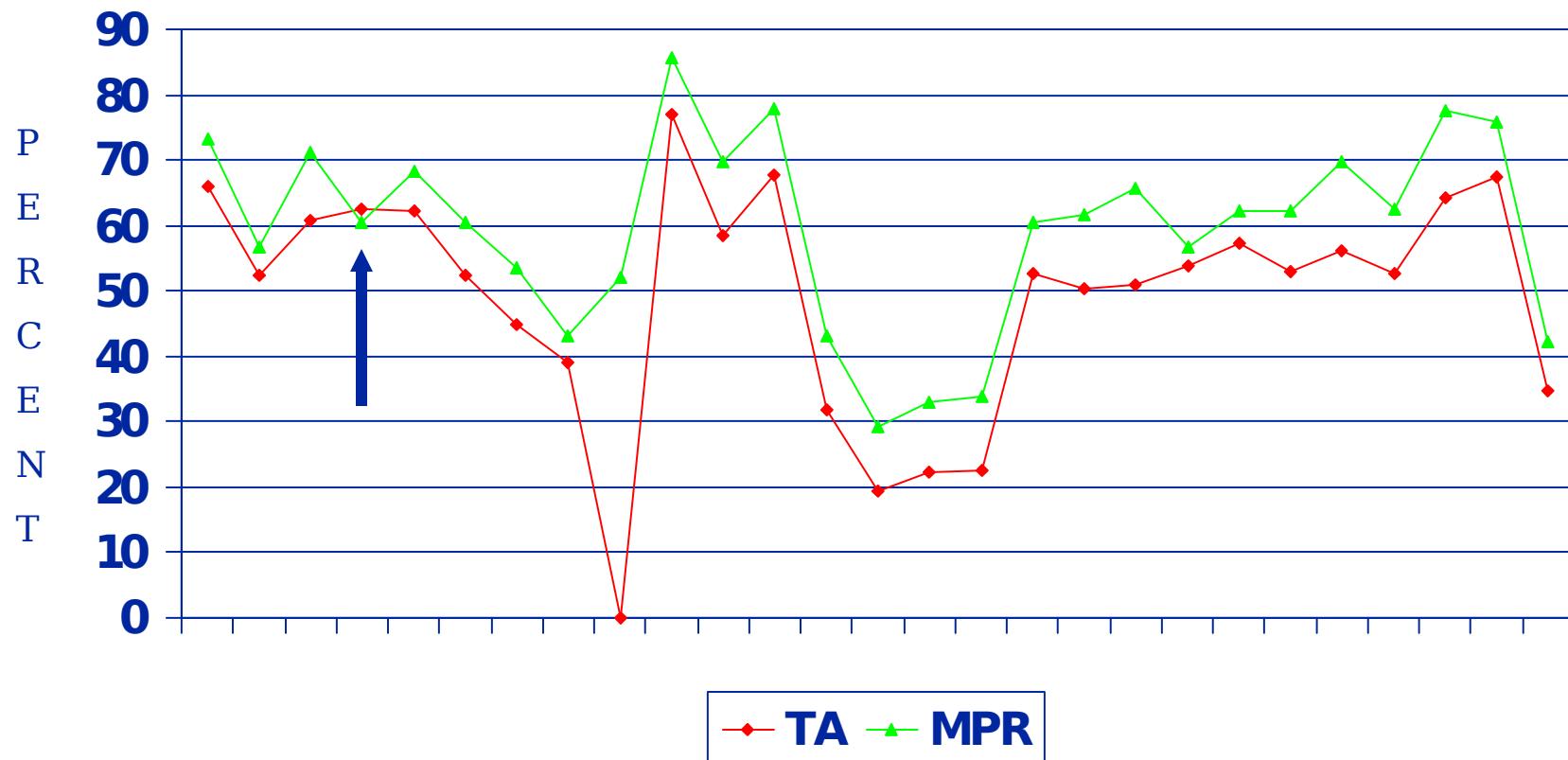
Satisfaction with work group.  
system.

Satisfaction with Training and Development

Satisfaction with career.

Satisfaction with job placement/promotion

Satisfaction with first line supervisor.





# COMPARISON OF STATEMENT RESPONSES

## ARMY SURVEY COMPARED TO MANPOWER SURVEY



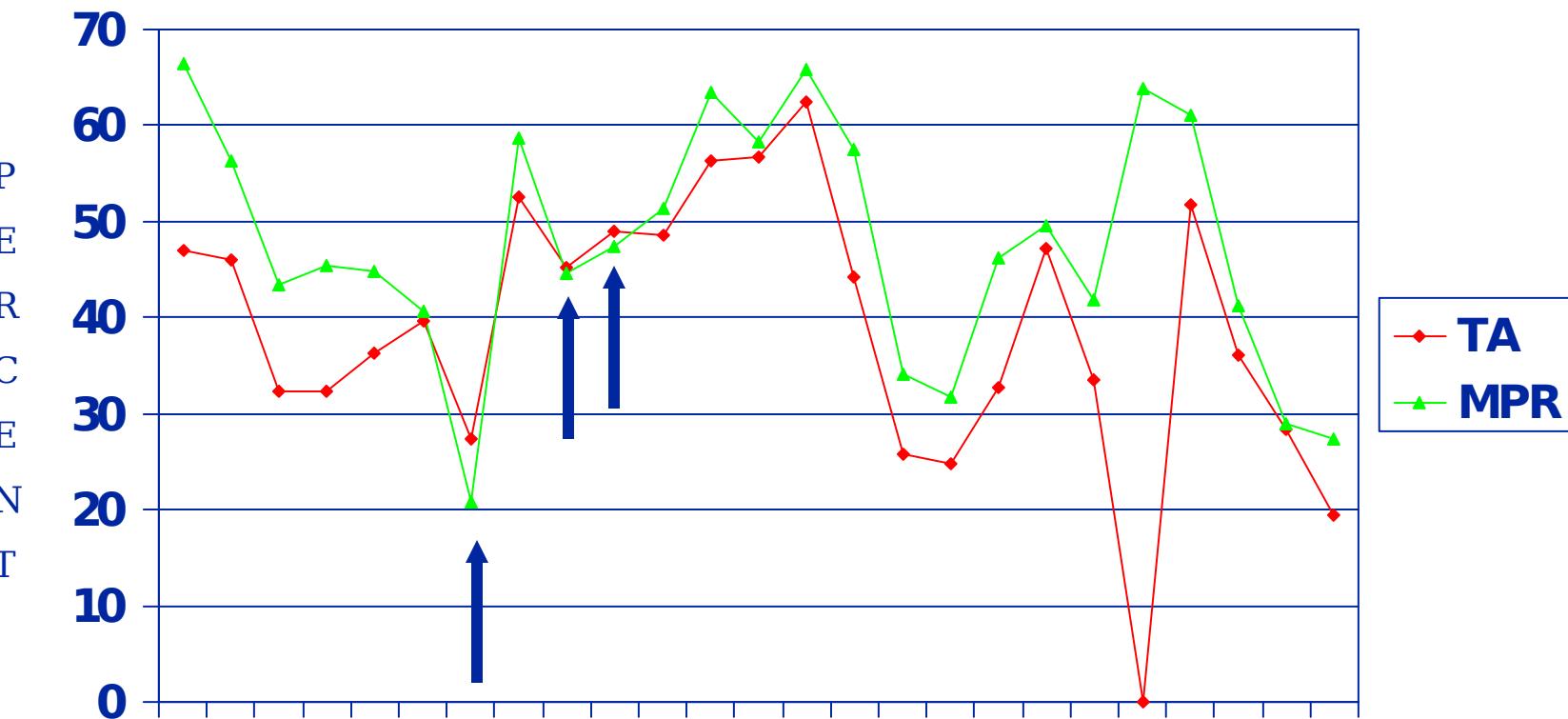
Satisfaction with management.

Satisfaction with physical conditions.  
recognition.

Empowerment / Reinvention

Satisfaction with fairness.

Satisfaction with awards and





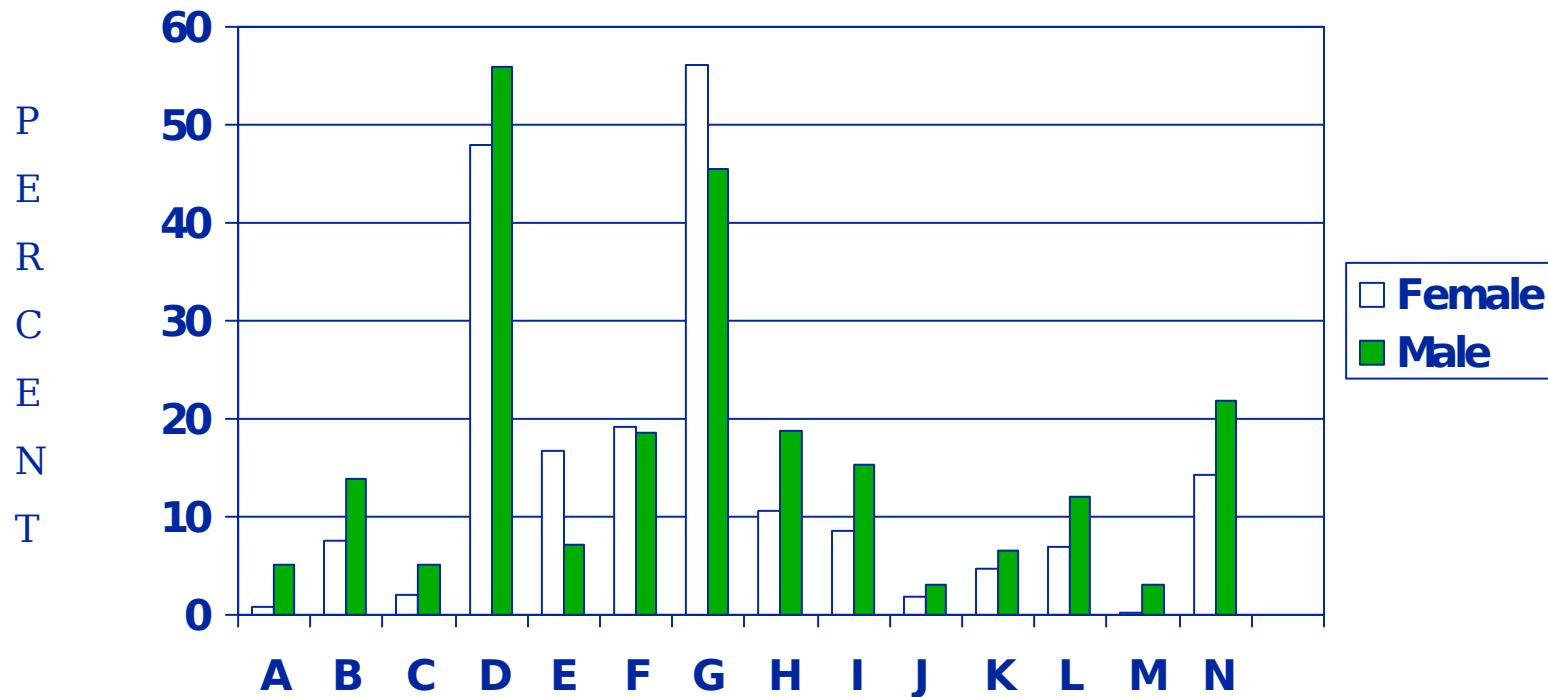
## MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE

- Part two of the questionnaire requested information on the use of CP26 products.
- Over 98% have access to computers at work.
- Only 25% reported visiting the CP26 homepage once a month or more with approximately 20% responding that they had never visited the site.
- Visits to ACCES site considered acceptable - 13% that have not used can be partially explained by 10% not registered in any program.
- Marketing of CP26 ACTEDS Plan is needed. The 31% that have not used can be partially explained by 21% not registered in CP26.
- Over 44% have not accessed CP26 Bulletin.



# TRAINING COURSES COMPLETED

## GENDER POPULATION BY PERCENT



A = ACP

E = ILDC

I = PMEI

M = SSC

B = CDC

F = LEAD

J = PMEII

N = SBLM

C = DRMC

G = M/FM

K = PMC

D = FMD

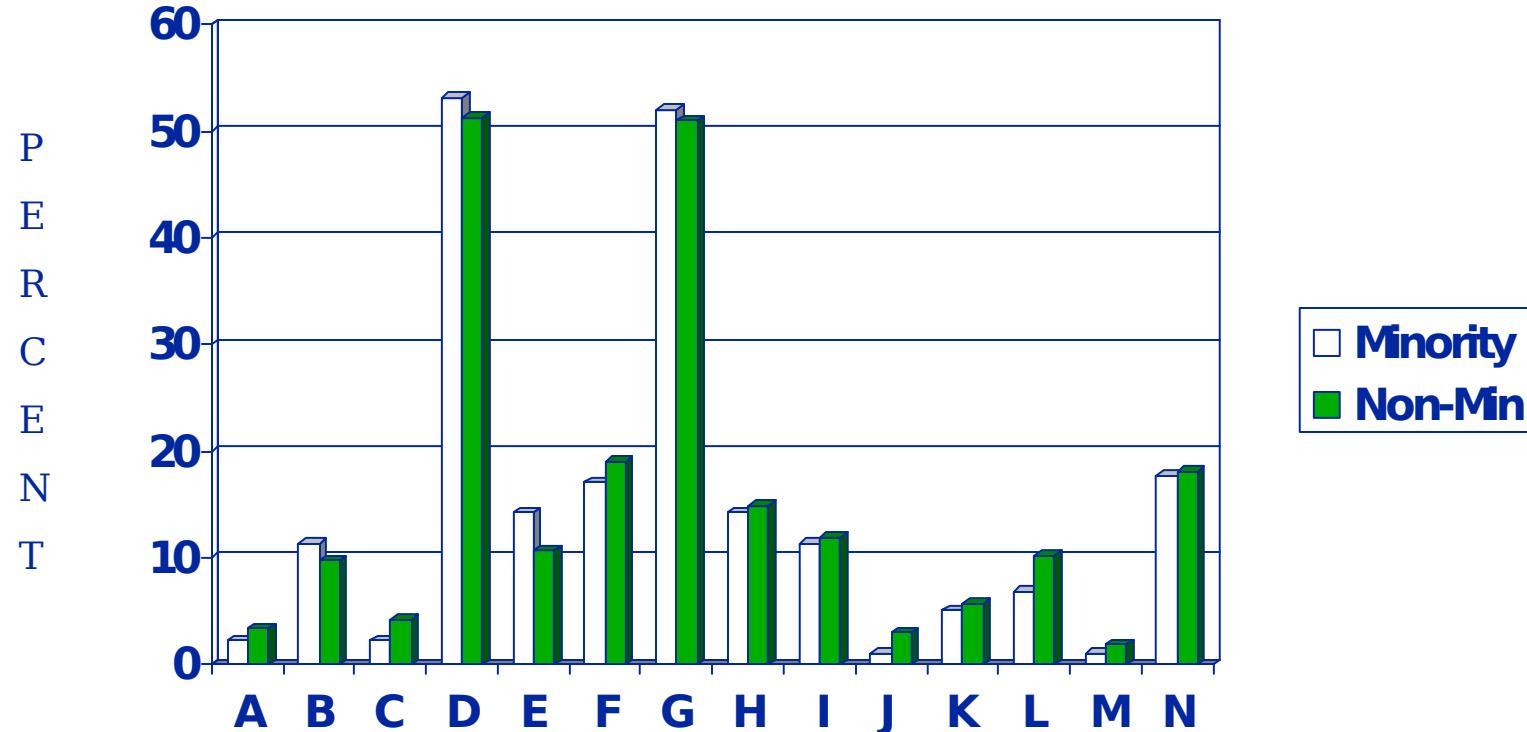
H = OLE

L = PRM



# TRAINING COURSES COMPLETED

## MINORITY VS NON-MINORITY POPULATION BY PERCENT



A = ACP

B = CDC

C = DRMC

D = FMD

E = ILDC

F = LEAD

G = M/FM

H = OLE

I = PMEI

J = PMEII

K = PMC

L = PRM

M = SSC

N = SBLM



# MANPOWER AND FORCE MANAGEMENT EMPLOYEE QUESTIONNAIRE Conclusions and Recommendations

- **Overall = GOOD NEWS!**
  - **Manpower respondents more satisfied than Army respondents.**
  - **Only four statements where Army respondents more positive.**
- **Satisfaction areas for future emphasis.**
  - **Career recommendations to others.**
  - **Career counseling.**
  - **Issues relating to fairness.**
  - **Reinvention/empowerment.**
- **Career Program areas for future emphasis.**
  - **Need for increased marketing of CP26 Homepage, Manpower and Force Management Bulletin, and CP26 ACTEDS Plan.**
  - **Emphasis of education and training opportunities, especially for women and minorities.**